



# **MBA Resumes**

## **Course Textbook**

Version 4.0

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**Section One:**  
**STRATEGY**

## **What is a Resume?**

A resume is a brief one-page summary of your educational background, work history, professional achievements, and interests.

Some European schools use term CV (Curriculum Vitae) instead of a resume, but you probably only need to write a resume. In America, the CV is a more specialized form of resume that is two or more pages in length and is the standard employment/academic record used by professors and researchers. The only students who should write this type of CV instead of a resume are PhD applicants who have extensive academic achievements.

## **Marketing Yourself**

The MBA admissions process is all about effective self-marketing. Your resume needs to be honest, but focused on selling you to the school.

Your resume should show a pattern of development—try to summarize your experience in a way that demonstrates a distinct upward course in your academic and professional life.

Resumes also give you a chance to provide some information about your private life, such as interests and activities. If appropriate, you want to show a contrast in your experiences. For example, you might be a scholar and an athlete, an engineer and a guitar player, or a banker and a backpacker. You want to make yourself as interesting as possible!

Admissions officers only spend between 30 seconds and two minutes reading a resume, so it is important that you make your resume easy to read at a glance. To achieve this, you should pay attention to both formatting and content.

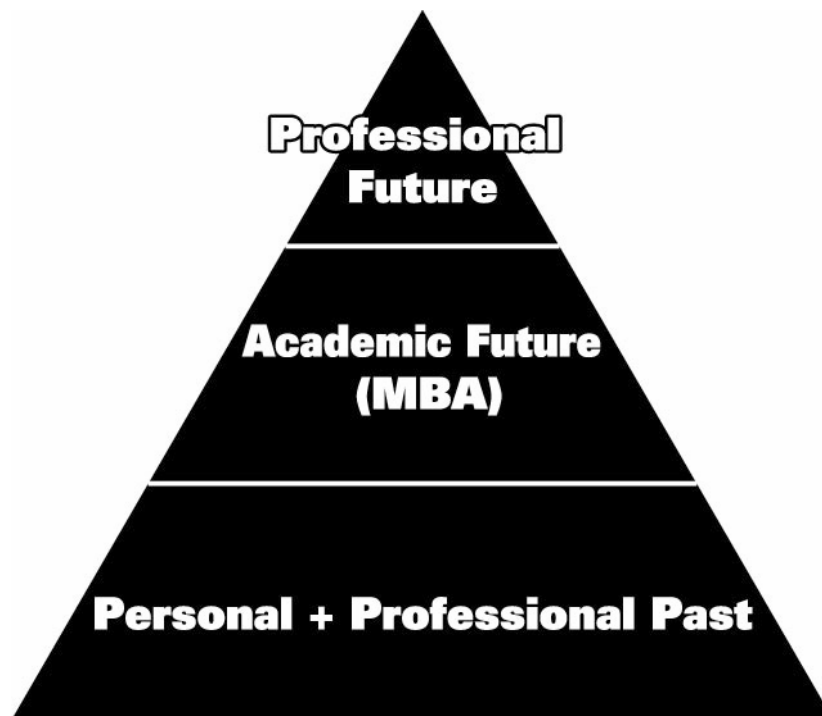
To summarize, the role of the resume is to highlight your past experience and to catch the attention of admissions officers. The best resumes make the reader want to meet the applicant and increase the reader's interest in the rest of the application.

## The Knowledge Pyramid

The first step in planning an effective resume is reflecting on your past. In fact, the resume is a great place to begin the application process. It forces you to think about your past and the reasons you are a strong candidate.

MBA programs value candidates whose careers have a clear trajectory—they are far more likely to accept somebody who's past experiences and MBA ambitions point in one direction. If they can't see an overall purpose in your decision to attend an MBA program, they will be unlikely to accept you. For this reason you need to think about your overall "story" carefully. What role does an MBA play in this story?

To create a coherent story, you should reflect on your past experience and formulate your future goals. Importantly, you also need to imagine how a degree at the school you are applying is connected to your professional past and future. One way to envision this process is to develop a "Knowledge Pyramid":



For now, you want to focus on your personal and professional past; but even though the resume itself focuses only on your past, you can also start to think about your future goals. Having a clear vision of your future will help you choose what to include in your resume.

In addition, writing a good resume will prepare you for the next stages of the application process: essays and interviews. A solid understanding of your past will help you think more clearly about your academic future and career goals.

**Section Two:**  
**CONTENT**

## **Standard Resume Format**

The standard format for a resume includes four sections. These divisions help to make your resume easy to read. It is also important that the resume be concise, containing no unnecessary words.

Four Main Sections of the Resume:

1. *Contact Information*
2. *Professional Experience*
3. *Education*
4. *Additional Information*

In terms of length, your final resume should fit on one to two pages. Some programs require that the resume only be one page. If you have a large number of publications/patents/public presentations or over ten years of experience, you may want a two-page resume.

For the remainder of this chapter, we will go over the contents of each section of the resume using the example of Mr. Taro Suzuki, a Financial Analyst at Big Corporation.

## **Effective versus Ineffective Resumes**

Before we go through the sections of a resume, please take a look at Mr. Suzuki's first and final resume drafts (found on the following pages) and note the differences.

## Resume A

### TARO SUZUKI

1-23-45 Mayfield Hills Mansion, Setagaya-ku, Tokyo, Japan 168-0000  
+81 (3) 1234-5678 tsuzu@email.com

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#### PROFESSIONAL EXPERIENCE

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##### **Big Corporation**

**Tokyo, Japan**

##### *Lead Analyst and Planner, Project Finance Dept.*

*July 2008 - Present*

- Crafted project finance packages for newly privatized Asian telecommunications companies to promote purchases of Big Corporation technology for national infrastructure projects
- Designed and promoted alternative financing strategies, evaluated credit risks, and drafted final agreements for US \$480 million global satellite system
- Created financial model for extending US \$220 million credit to Macau telecom operator; played substantial role in negotiations securing loan for client
- Played key supporting role in negotiations and documentation of agreements on US \$90 million financing extended to Myanmar telecom operator
- Core member of task force devising framework for credit risk management of overseas projects; prepared report on framework which became basis for presentation by Big Corporation's president to International Monetary Fund
- Selected from company-wide applicant pool as one of three MBA Scholars from Big Corporation, receiving full financial support for MBA study abroad

##### *Assistant Manager, Accounting Department*

*July 2006 – June 2008*

- Played key role on three-member team coordinating company-wide project to improve turnover of accounts receivable, contributing to US \$250 million reduction in working capital requirement
- Managed day-to-day operation of accounts receivable, processing over US \$30 million per month

##### *Management Trainee, Corporate Planning Dept.*

*April 2005 – June 2006*

Gained cross-operational accounting skills and intensive training in finance

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#### EDUCATION

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##### **Famous University**

**Tokyo, Japan**

##### *Bachelors of Economics*

*March 2005*

- Overall GPA: 3.7, GPA in major: 3.9
- Selected, based on written report, for two year intensive economics seminar in industrial management
- Thesis: "Empirical Analysis of the US-Japan Communications Trade Agreement"
- Team Captain and Lead Recruiter, University Tennis Club, 2001-2005: coordinated training for 80 members, organized 20 tournaments with other clubs & recruited 45 new members over two years

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#### ADDITIONAL

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- Founding member, Big Business Executive Club, a forum of young professionals hosting discussions and lectures by Japanese business leaders
- Dedicated amateur SCUBA diver (certified Advanced Diver, NAIU); underwater photography enthusiast
- Extensive travels include 1-year backpacking trip through more than 20 countries (April 2002 – January 2003), hitchhiking in Egypt, and motorcycle touring in France



## Resume B

### TARO SUZUKI RESUME

1-23-45 Beautiful Mansion, Setagaya-ku, Tokyo, Japan 168-0000  
Nice Cottage by the Sea, Izu, Japan (weekends)  
+81(3) 1234-5678 home; +81(42) 1234-5678 office; +81(090) 1234-5678 mobile  
Fax: +81(3) 1234-5679; email: tsuzu@email.com  
Height: 175 cm, Weight: 65 kg

### EXPERIENCE

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**Big Corporation**  
*Trainee Program*

**Tokyo, Japan**  
*April 2005-June 2008*

I participated in the standard training program for new company entrants. I learned all the important parts of the company and how they integrate smoothly.

- I spent 6 weeks in the sales department studying sales techniques.
- I was on a trainee team that helped the marketing department develop a new strategy to market one of our new products.
- I became a specialist in financing and learned how to make financial models.
- I attended 4 six-week classes and earned high grades on all of my exams.

**Big Corporation**  
*Staff*

**Tokyo, Japan**  
*July 2008-Present*

I currently work in the Project Finance Department. We have many responsibilities, but we mostly work on financing for companies who want to invest in our technology, sometimes for national infrastructure. Three years ago, I worked in the Accounting Department, where I did accounts receivable.

- I made various financial models for my company, some of which were used by the clients.
- I was on a team for credit risk management.
- I helped my supervisor negotiate with a company in Myanmar.

### EDUCATION

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**American Boarding School**  
*Specialized in World History*

**Hanover, PA**  
*September 1994 - June 2000*

**Famous University**  
*Bachelor of Economics*

**Tokyo, Japan**  
*April 2001 - March 2005*

- Wrote a thesis titled, "Empirical Analysis of the US-Japan Communications Trade Agreement"
- I was a member of an economics seminar
- I played tennis in my university student days

### HOBBIES

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- I often go scuba diving.
- I enjoy traveling, for example to Paris.
- I listen to music daily and watch movies with my wife every weekend.

### SKILLS

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- I am proficient in Internet, Microsoft Word, Excel, Power Point and Access.
- I am fluent in Japanese (native speaker) and English.
- TOEFL: 100, GMAT: 650, AWA: 4.0

### PERSONAL INFORMATION

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- I was a Junior High School Kendo Champion
- I was one of the founders of the Big Business Executive Club of Young Professionals
- I am married and have two children

## Reverse Chronological Order

There are a number of different styles for organizing content within each section. The style that we recommend always lists everything in *reverse chronological order*. This allows you to highlight your more recent achievements. (If your most impressive accomplishments are not the most recent, please discuss this problem with your counselor.)

The following is an example of listing content in reverse chronological order:

### **Big Corporation**

**Tokyo, Japan**

#### ***Lead Analyst and Planner, Project Finance Dept.***

***July 2008 - Present***

Crafted project finance packages for newly privatized Asian telecommunications companies to promote purchases of Big Corporation technology for national infrastructure projects

- Designed and promoted alternative financing strategies, evaluated credit risks, and drafted final agreements for US \$480 million global satellite system
- Created financial model for extending US \$220 million credit to Macau telecom operator; played substantial role in negotiations securing loan for client

#### ***Assistant Manager, Accounting Department***

***July 2006 – June 2008***

- Played key role on three-member team coordinating company-wide project to improve turnover of accounts receivable, contributing to US \$250 million reduction in working capital requirement

## Contact Information Section

The Contact Information goes at the top and should be kept to a minimum. The following example illustrates the basic principals for you to follow:

### **TARO SUZUKI**

1-23-45 Mayfield Hills Mansion, Setagaya-ku, Tokyo, Japan 168-0000  
+81 (3) 1234-5678    tsuzu@email.com

You should list one address, one phone number, and one email address. You will be required to include extensive contact information in the application itself, so it is not necessary to do so here. Treat this section as a formality and only include the standard components as shown above; additional info will only clutter the top of the resume. Pick just one phone number that you want to be called at and one email address that you plan to use for communications with admissions offices.

## Professional Experience Section

We recommend listing the Professional Experience Section right after the Contact Information Section. Highlighting your professional background is critical for applying to a graduate business program.

Before you meet your counselor for your resume session, make an exhaustive list of your work experience covering your entire professional career. Your counselor can help you identify the most important, relevant, and impressive items in your resume draft.

The following is Mr. Suzuki's professional experience:

<b>P R O F E S S I O N A L   E X P E R I E N C E</b>	
<b>Big Corporation</b>	<b>Tokyo, Japan</b>
<b><i>Lead Analyst and Planner, Project Finance Dept.</i></b>	<b><i>July 2008 - Present</i></b>
<ul style="list-style-type: none"> <li>• Crafted project finance packages for newly privatized Asian telecommunications companies to promote purchases of Big Corporation technology for national infrastructure projects</li> <li>• Designed and promoted alternative financing strategies, evaluated credit risks, and drafted final agreements for US \$480 million global satellite system</li> <li>• Created financial model for extending US \$220 million credit to Macau telecom operator; played substantial role in negotiations securing loan for client</li> <li>• Played key supporting role in negotiations and documentation of agreements on US \$90 million financing extended to Myanmar telecom operator</li> <li>• Core member of task force devising framework for credit risk management of overseas projects; prepared report on framework which became basis for presentation by Big Corporation's president to International Monetary Fund</li> <li>• Selected from company-wide applicant pool as one of three MBA Scholars from Big Corporation, receiving full financial support for MBA study abroad</li> </ul>	
<b><i>Assistant Manager, Accounting Department</i></b>	<b><i>July 2006 – June 2008</i></b>
<ul style="list-style-type: none"> <li>• Played key role on three-member team coordinating company-wide project to improve turnover of accounts receivable, contributing to US \$250 million reduction in working capital requirement</li> <li>• Managed day-to-day operation of accounts receivable, processing over US \$30 million per month</li> </ul>	
<b><i>Management Trainee, Corporate Planning Dept.</i></b>	<b><i>April 2005 – June 2006</i></b>
<ul style="list-style-type: none"> <li>• Gained cross-operational accounting skills and intensive training in finance</li> </ul>	

Qualities this section should demonstrate to admissions include:

- *Specialized knowledge & skills*
- *Interpersonal ability and management potential*
- *Personal qualities, such as maturity and motivation*
- *Unique contributions to your field*
- *Potential for future contributions*

Highlight the impressive accomplishments of your career so far and your personal growth, in areas such as skills, knowledge, and experience. The institutions you have worked for, the length of time you have spent in each job, and your positions will tell the reader a great deal about the type of person you are professionally.

Ideally, you want to present yourself as someone who is always growing and improving, gaining new skills and knowledge, and seeking out varied and challenging experiences.

If you have had very little professional experience (less than two years), this section of your resume may be short. If you find yourself in such a situation, elaborate on those activities that demonstrate skills—such as leadership, initiative or planning skills—that you will use in the future. You may also want to include part-time jobs, relevant volunteer activities and/or internships, but applicants with two years or more of experience usually do not include such activities in this section.

## **Career Stages**

To best demonstrate your professional growth, you should divide your career into stages, with each stage demonstrating increased challenges, responsibilities, and skills. For some people, these divisions come naturally, such as when they changed positions or even changed companies. However, many applicants have only had one official job title at a single organization over the course of four to six years. In this case, you can create your own divisions, such as when your responsibilities changed or increased, or when you were moved to a new workgroup.

Consider the following general guidelines when breaking your professional experience into distinct stages:

- *5 years of experience: 2-3 stages*
- *6-10 years of experience: 3-5 stages*
- *Over 10 years: we suggest no more than 7 stages*

Even if your title has not changed, try to identify key turning points such as distinctive shifts in responsibilities, influence, and/or salary. Be sure to write about your most recent career stage entry first, then work towards the past. Your final entry should be the first position you took after graduating from university.

## **Creating Job Titles**

Many of our clients find it difficult to write job titles. Clear titles are useful to quickly point out your growth and/or range of experience. If at all possible, more recent titles should sound more impressive, while accurately describing your position.

Even if your official title is “staff,” you should create a job title for each career stage that best describes what you do and the level of authority you have. This is not dishonest; it will make it easier for admissions to understand what you do. We can help you match your actual job to what your title would be if you were working in the U.S. or Europe.

A core title may be a **description of what you do**:

- *Analyst*
- *Director*
- *Manager*
- *Planner*
- *Engineer*
- *Developer*
- *Producer*
- *Consultant*
- *Officer*
- *Representative*
- *Trader*
- *Liaison*

Often, adding a **descriptive term** can make your core title more specific:

- *Project Developer*
- *Retail Analyst*
- *Budget Director*
- *Portfolio Manager*
- *Loan Officer*
- *Equities Trader*

When appropriate, you should also indicate your **level of responsibility** within your organization:

- *Assistant*
- *Junior*
- *Associate*
- *Senior*
- *Chief*
- *Head*
- *Executive*

Finally, you should add the **section you belong to** (such as department, division, branch or team):

- *International Marketing Department*
- *Resource Recovery Division*
- *Corporate Restructuring Project Team*
- *Eastern Branch*

In the list of examples below, notice that some titles do not include a department, while others do not indicate level of authority. It is not necessary to incorporate all four components into every job title—just write what best describes your job. The following are good examples:

- *Senior Securities Analyst, Osaka Branch*
- *Project Director, International Marketing Department*
- *Senior Manager, Corporate Restructuring Team*
- *Head IT Consultant*
- *Junior Marketing Associate, International Marketing Dept.*

- *Staff Writer, Media Strategy Bureau*
- *Purchasing Manager, Lumber and Wood Products Dept.*
- *Translator and Interpreter, Sales & Marketing Division*
- *Junior Associate, Corporate and Bankruptcy Law Department*
- *Recovery Division, Corporate Restructuring Project Team, Eastern Branch*

Your counselor will be able to assist you in creating appropriate titles. Just list as much detail as you can and be prepared to answer questions from your counselor about what you actually do in your job.

## Professional Headings

Using the information described above, you can write a heading for each entry under Professional Experience using the following format:

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<b>P R O F E S S I O N A L   E X P E R I E N C E</b>	
<b>Company/Organization name</b>	<b>Location</b>
<i>Title</i>	<i>Start date-end date</i>

If you have had several career stages at the same organization, only write the organization name once and make a new heading for each different job title. For example:

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<b>P R O F E S S I O N A L   E X P E R I E N C E</b>	
<b>Well-Known Government Agency</b>	<b>Tokyo, Japan</b>
<i>Project Leader, Import Regulations Division</i>	<i>7/2008- Present</i>
<ul style="list-style-type: none"> <li>• Accomplishment</li> <li>• Accomplishment</li> <li>• Accomplishment</li> </ul>	
<i>Analyst, Energy Division</i>	<i>4/2004 - 6/2008</i>
<ul style="list-style-type: none"> <li>• Accomplishments</li> <li>• Accomplishment</li> </ul>	
<i>Legislative Aide to Vice-Minister for Energy Policy</i>	<i>4/2002 - 3/2004</i>
<ul style="list-style-type: none"> <li>• Accomplishment</li> </ul>	

Unless you change employers, you do not need to indicate your employer's name for each career stage. Simply include the full name of the organization and the location where you worked at the top of that stage of your career.

## Professional Accomplishments

For each stage of your career, you need to indicate your major accomplishments. Highlight major professional successes or impressive assignments, not routine work. In order to make the most out of your session with your counselor, it is best if you include as much as possible. Think about specific achievements, not just a general summary of what you usually did in this position.

The next thing to do is to list and expand on your major accomplishments in each position.

First, list every accomplishment you can think of, even if you are not going to leave all of them on your final resume. Accomplishments include things like:

- *Projects completed*
- *Important research*
- *Sales achievements*
- *Contracts won*
- *Liaison/negotiation experiences*
- *Major clients served*
- *Impressive outcomes of anything*
- *Company prizes*
- *Awards you've won*
- *International experiences*
- *MBA sponsorship*
- *Innovations*
- *Rapid promotions*
- *Initiatives*
- *Patents (if less than three)*

Take a look at the following two examples of impressive accomplishments:

- Lead designer of 7-member cross-divisional team to develop new \$20 million civil engineering software solution; patented system enabled safe expansion of underground petroleum storage by over 50% at tanks across Asia
- Selected as 1 of 4 fully sponsored scholars from 300 candidates on the basis of past professional excellence and future promise

Eventually you, together with your counselor, will choose only the most striking accomplishments to remain on your resume. Here are some guidelines to help you make these decisions:

If your present career is related to your MBA program and career goals, the content you choose will be straightforward. Emphasize your growth through your promotions, and your relevant knowledge and skills through your accomplishments.

If you are changing careers, highlight those transferable skills and experiences that will help you in your graduate program and new career. For example, if you currently work in

the private banking industry but want to switch to a career managing an NGO, you can argue that your knowledge of the world's financial markets will be an asset when you study international relations and then work in a developing country.

Focus on the accomplishments that show you at your best. Include accomplishments that demonstrate that you have a variety of skills so that you don't look too limited (e.g., don't list five accomplishments that demonstrate your coordination skills while omitting the only accomplishment that demonstrates your initiative). You want to select accomplishments that demonstrate growth from one position to the next and accomplishments that are relevant to your future success.

## **Making an Accomplishment Sound Impressive**

Your accomplishments should be phrased powerfully to catch the eye of the reader.

Let's go through the process of improving Mr. Suzuki's unimpressive accomplishment:

- I made various financial models for my company, some of which were used by the clients

Admissions officers are not likely to remember this accomplishment because they have not learned anything new or interesting about Mr. Suzuki's specific contribution to his organization.

We can improve this accomplishment by utilizing three steps.

### **Step One: Simplify the Language**

It is not necessary to write accomplishments in complete sentences; also, we can eliminate the pronoun "I" because the entire resume is obviously about Mr. Suzuki. We can also eliminate unnecessary words like "for my company". In general, if something is obvious, it should be cut.

Next, we can eliminate the articles "a," "an," and "the." We are not writing in full sentences, so it is acceptable to eliminate these as long as it does not make the phrase awkward. Finally, we should eliminate the word "various" because it doesn't mean anything. Again, because space limits require each word to count, we should not use words that won't have a positive impact on the reader.

At this point, the result is still not perfect, but at least it begins to make sense:

- Made financial models, some of which were used by clients



### **Step Two: Add Specific Details**

To make this accomplishment more meaningful and impressive, we should make it more specific and add details. Mr. Suzuki actually made one specific financial model that was extremely successful, so let's focus on that single accomplishment. By doing so, we can add specific details about who and what the model was used for, Mr. Suzuki's specific role in the project, and the results of his actions:

- Made financial model for extending US \$220 million credit to Macau telecom operator; helped get loan for client

Here we can actually understand the accomplishment and begin to see Mr. Suzuki's true leadership potential.

Your accomplishments will be much more impressive and credible if you provide details, especially numbers. The following types of detail add authenticity to your accomplishments:

- *Money (value of accounts serviced, contracts managed, budget supervised, loans structured)*
- *People (number of workers supervised, colleagues organized, clients recruited)*
- *Percentages for which you can take credit (rates of revenue growth, productivity growth, savings, customer satisfaction, portfolio performance)*
- *Time and place (business days overseas, countries visited, regions serviced)*
- *Rankings (exams, contests, surveys, sales activities, productivity measures)*
- *Names (of well-known companies, organizations, government leaders)*
- *Products (if they have customer recognition and high status)*

### **Step Three: Use “Power Verbs”**

Our final step is to make show proactive action and responsibility through the use of “power verbs.” (For a list of power verbs, see the appendix).

- Created financial model for extending US \$220 million credit to Macau telecom operator; played substantial role in negotiations securing loan for client

The result is an accomplishment that will impress admissions committees, especially when the full story comes out in the essays, interview and recommendations.

## **Deciding What Accomplishments to Include**

A typical resume has fewer (0-2) accomplishments listed for the earliest positions and more (3-5) listed for the most recent positions.

It is likely that your recent accomplishments are more impressive, so you'll want to draw more attention to them than to your previous work. At the same time, you want to show diverse skills, so don't leave out unusual accomplishments just because they are older.

If you have just been promoted to a new position or have just started a new job, you may not have a long list of accomplishments in that position yet. In this case, the previous position is likely to have the highest number of bullet points (see sample resumes at the end of this manual for examples of this).

### **Common Mistake: Focusing on the Group**

Your resume is only about you, so the accomplishments of your group are not of much interest to the reader. What *is* of interest is your role within the group. What specific activities did you participate in? Were you a facilitator, a leader, the person supplying ideas? Did you act as liaison, summarize the group's findings, make the final presentation? Did you contact clients, do background research, plan the layout of the advertising pamphlet?

The following example focuses entirely on the group, so the reader learns almost nothing about the applicant:

- Member, Natural Gas Business Team, responsible for Big Corporation's \$10 billion worldwide Natural Gas projects

The next example focuses on the individual's role in this project:

- Play key oversight roles as member of Natural Gas Business Team—evaluate and manage risk, arrange financing, negotiate contracts, structure portfolio investment, and make Board presentations—to ensure the ongoing financing viability of Big Corporation's investments in six Natural Gas projects in Malaysia, the world's largest with total value of \$10 billion.

### **Job Description**

For some or all of your entries, you may choose to write a job description before or instead of accomplishments. The job description can be a general summary of items like your role in the company, the scope of your responsibilities, and/or the skills, knowledge and experience you gained in this position.

It is also sometimes important to include a description of your organization so that admissions officers have a clear idea about your employer, especially if the organization is not well known outside of Japan or if it is a new or recently merged company. There is no need to repeat this information for each career stage, unless your employer has changed.

***Lead Analyst and Planner, Project Finance Dept. July 2008 - Present***

- Crafted project finance packages for newly privatized Asian telecommunications companies to promote purchases of Big Corporation technology for national infrastructure projects

If you have just recently begun a position, or if your earliest career stage consists of routine training, you may only have a job description and no major accomplishments to mention.

***Management Trainee, Corporate Planning Dept. April 2005 – June 2006***

- Gained cross-operational accounting skills and intensive training in finance.

Finally, keep in mind that accomplishments are usually more impressive than job summaries, so don't be surprised if your counselor reduces or eliminates job descriptions. However, it is very helpful to write a basic job description in your first resume draft. It will be good practice for you to describe what you do at work, and it will help your counselor better understand your role and your company's activities.

## Education Section

Your Education Section may be long or short; it may be a real selling point for you or something you wish you could ignore, but try to make yourself look strong.

This section shows the academic knowledge base and skills set that you have developed. In addition, your prior academic performance gives the admissions committee some insight into your potential performance as a graduate student.

The following is Mr. Suzuki's educational background:

<b>EDUCATION</b>	
<b>Famous University</b>	<b>Tokyo, Japan</b>
<b><i>Bachelor of Economics</i></b>	<b><i>March 2005</i></b>
<ul style="list-style-type: none"> <li>• Overall GPA: 3.7, GPA in major: 3.9</li> <li>• Selected, based on written report, for two year intensive economics seminar in industrial management</li> <li>• Thesis: "Empirical Analysis of the US-Japan Communications Trade Agreement"</li> </ul>	

List each degree you earned under a separate heading and include one to five bullet-pointed accomplishments. The number of bullet points you list for each school depends on your activities and accomplishments at each institution. Accomplishments to consider include: your GPA, educational accomplishments and extracurricular activities.

Include the name of your undergraduate/graduate institution and that of any other schools attended after high school, listing the schools/programs first that you attended most recently. (If you attended an exchange program or a non-degree program, or if you audited classes, please discuss with your counselor the best way to list this information.) Also, you should include study abroad institutions, either under your undergraduate school or separately.

Information about high school makes you look immature and unprofessional, so it should not be included. If you studied abroad for high school, it might be appropriate to include that information in the additional or personal section of your resume, as it may be a component of your international experience.

## Your GPA

Not everyone should include his or her GPA. If you majored in a liberal arts field, it is good to include your GPA if it was 3.5 or higher. Science/Engineering majors should include GPAs of 3.3 or above. If your overall GPA does not fit the above criteria, you can list your GPA in your major only, or your GPA for the last two years of university only. If you have questions about this, please ask your counselor.

Otherwise, if your GPA is below these numbers, it is better to not include it on your resume because your resume is only for your most impressive accomplishments. Even if you do not include your GPA on your resume, admissions will see your actual grades on your transcript.

## Educational Accomplishments

Educational accomplishments show that you did more than just go to class. This will help to convince the admissions committee that you will be a valuable addition to their student body. You should approach this section of the resume differently depending on your actual academic history. For example:

	<b>Strong academic record</b>	<b>Weak academic record</b>
<b>Many extracurricular activities</b> →	List academic accomplishments first, then your most impressive or unusual extracurricular accomplishments	Expand on your extracurricular activities, emphasizing leadership roles and /or long-term commitment to activities
<b>Few or no extracurricular activities</b> →	List and expand on your academic accomplishments	Keep the Education Section of the resume short

Consider including items such as:

- *GPA (if > 3.5 for liberal arts, or > 3.3 for hard sciences or math)*
- *Thesis, significant research, or other studies completed*
- *Publications (if fewer than three)*
- *Selective seminar subject*
- *Concentration in some area outside your major*
- *Conferences attended or organized*
- *Scholarships, awards or honors (if fewer than three)*
- *Internships*
- *Study abroad*
- *Special training (e.g., CPA certification)*

## Making an Accomplishment Sound Impressive

Writing about academic accomplishments is not always easy. Let's look at how Mr. Suzuki's unimpressive academic accomplishment can be made more effective:

- I was a member of an economics seminar

Is this really a significant accomplishment? It is impossible to tell from only this sentence.

Academic accomplishments become more impressive when the selection criteria for participation are made clear, so let's give a little more information about the seminar, identify the basis for selection and replace "I was a member" with the powerful verb "selected":

- Selected, based on written report, for economics seminar in industrial management

Using active language and strong verbs is a critical part of making your accomplishments sound impressive. We call strong verbs "power verbs". (See "Appendix B" for a complete list of power verbs.)

In the final version, we can make the language even stronger by specifying the length of the seminar if it is impressive. Using the adjective "intensive" creates the impression that the seminar involved a great deal of work.

- Selected, based on written report, for two year intensive economics seminar in industrial management

The overall objective, for any kind of accomplishment, is to make each bullet point as impressive and specific with as few words as possible.

## Extracurricular Activities

Consider including athletics, clubs, bands, summer internships, international travel, and/or unusual or relevant part-time work experience:

- *Clubs, circles or sports*
- *Student government*
- *Volunteer activities*
- *Internships*
- *Unusual or relevant part-time work outside of school*
- *Extensive or unusual travel during holidays*

For example, perhaps you are an accountant and worked part-time in an accounting office while you were attending university. If you have few academic accomplishments and a low GPA, including non-academic experiences demonstrates that you were productive in your college years.

## Making an Activity Sound Impressive

As with academic accomplishments, writing about an impressive and memorable extracurricular accomplishment can take many revisions. Let's look at how Mr. Suzuki's unimpressive extracurricular accomplishment can be made more effective:

- Played tennis in my university student days

This is vague and unimpressive. Actually, Mr. Suzuki played on the university's official tennis team and not just casually at the gym. Let's include this information, as well as his role within the team.

- Captain and Recruiter, University Tennis Club, 2001-2005

This simple description is not perfect, but it is more specific. The next task is to add specific accomplishments and descriptive adjectives. Let's do this by including further information about Mr. Suzuki's accomplishments as captain and recruiter.

- Team Captain and Lead Recruiter, University Tennis Club, 2001-2005: coordinated team training, organized tournaments with other clubs & recruited new members

As a last step, we can add in quantifiers, such as specific numbers, that would make this example more impressive.

- Team Captain and Lead Recruiter, University Tennis Club, 2001-2005: coordinated training for 80 members, organized 20 tournaments with other clubs & recruited 45 new members over two years

Once we add in the quantifiers, the accomplishment stands out. Remember, when in doubt about what to include, just add it. When you meet with your counselor, he or she can assist you in fine-tuning this section.

## Other Possible Sections

Once you have completed the Professional and Education sections of your resume, you are ready to demonstrate your balance as an applicant. Your resume should show information about who you are outside of work and school so the reader will be able to see that you are an interesting person who has pursuits beyond the classroom and the office.

You can use the additional categories of your resume to list items such as hobbies and interests, publications, honors and awards, or other impressive accomplishments not mentioned elsewhere on your resume. The categories you include will vary depending on your personal background, but most resumes contain one or two of the following categories: additional, publications/patents/presentations, and awards/honors/scholarships. We examine each of these categories below.

### Additional

If you have impressive non-job and non-school related accomplishments, or if you do not have enough publications, honors or awards to warrant a separate heading, you can group them under a section called Additional. In this section, you can also include certifications, licenses and qualifications, memberships or affiliations in professional organizations, and internships that do not fit elsewhere in your resume. Personal hobbies and interests can also be included in this section.

Adding personal details shows that you are balanced, smart, active and interesting. Admissions officers want an idea of what you are like outside of work and school. They want to know that you will make an effort to get to know your classmates at their school and make unique contributions to the character of the student body.

To begin drafting this section, you should write down any additional or personal information that you would like to share with admissions. Appropriate types of information include hobbies pursued earnestly, unusual hobbies, volunteer work, significant language ability (other than English and Japanese), extensive travels, and experience living abroad.

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#### ADDITIONAL

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- Founding member, Big Business Executive Club, a forum of young professionals hosting discussions and lectures by Japanese business leaders
- Dedicated amateur SCUBA diver (certified Advanced Diver, NAIU); underwater photography enthusiast
- Extensive travels include 1-year backpacking trip through more than 20 countries (April 2002 – January 2003), hitchhiking in Egypt, and motorcycle touring in France



## **Making Personal Interests Sound Impressive**

Only include impressive hobbies and interests. Since your goal is to look unusual, outstanding, or exciting, you should only include hobbies that you are unusually committed to or skilled in, or hobbies that are uncommon and would make you stand out. See the examples below.

The following are ordinary, unimpressive hobbies:

- Enjoy tennis, golf and judo
- Play piano and guitar
- Enjoy travel to various places

Contrast those with the following impressive hobbies showing deep commitment:

- Sports enthusiast: competed on tennis teams for 16 years, won 3 doubles titles for amateur players in Japan; active in golf and judo
- Avid pianist: studied and performed classical and jazz piano for over 15 years
- Travel extensively: backpacked solo across Southeast Asia for six months, have visited over 20 countries on five continents

By adding detail, like in the examples above, you can make a common hobby sound impressive.

You might also list unusual, attention-grabbing hobbies:

- Accomplished player of the koto, a traditional Japanese 13-stringed instrument
- Finished Ironman race (swimming 2.4.miles, cycling 112 miles, running 26.2 miles) in under 14 hours, Sydney, Australia, August, 2004

Remember that the objective is to make your content in this section notable, so try to make it as interesting as possible.

## **Publications/Patents/Presentations**

Many applicants will have conducted research, but not everyone will have published and fewer will have patents. But if you have, you should include this information. Such accomplishments might demonstrate an advanced level of knowledge, creativity, problem-solving ability, sophistication with research methodologies, and the ability to work with other professionals in your field. Publications and presentations are also evidence of your intellectual contributions to your field.

For a resume, if you have three or more publications/presentations/patents, you should create a separate section on your resume to highlight these accomplishments. The following are guidelines for listing different kinds of publications, patents, and presentations. Remember to always make your list(s) in reverse chronological order.

### **Journal articles:**

FORMAT: "Title of Article." (Include co-authors, if any) *Title of Journal* volume number (year): page numbers.

EXAMPLE: "Pharmacological Advances in Alzheimers Treatment" (with Akiko Suzuki and Kenji Kato). *Journal of Neurology* 12 (2003): 72-85.

### **Magazine articles:**

FORMAT: "Title of article." *Title of Magazine* Month and Year: Page(s)

EXAMPLE: "Campaigning for the 21st Century." *Japan University Alumni Bulletin* February, 2005: 31-40

### **Books:**

FORMAT: *Title of Book*. City of Publication: Publisher, Year.

EXAMPLE: *Contemporary China and its Economy*. Tokyo: Sakura Press, 2007.

### **Patents:**

FORMAT: Author. Patent number, year. (Patent number with reference to country granting the patent.)

EXAMPLE: Tanaka, Junko Japan Patent 5 983 257, 2009.

### **Presentations:**

FORMAT: In this section, include your role (co-presenter, lead presenter, etc.), the name of your presentation, the event at which your presentation took place, the city, and the month and year of the presentation.

EXAMPLE: "The Current State of English Instruction Curricula in Japanese High Schools." Co-presented at Annual Meeting of the Ministry of Education, January 19, 2004, Tokyo, Japan.

## **Awards/Honors/Scholarships**

Awards always add distinction to your academic record. An award indicates that you have already been recognized by your superiors as standing out among your peers in some aspect of academia.

If you have two or more major awards, honors or scholarships, you may want to create a separate Awards Section. Be sure to write the title of the award, the organization giving the award, the date received, and the criteria for earning the award.

Examples of awards to include are:

- *Honor Societies*
- *Honor Lists*
- *Scholarships*
- *Fellowships*
- *Thesis Prizes*
- *Research Awards*
- *Admission to Selective Programs*
- *Company Prizes*

An honors and awards section could look like the following:

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### HONORS & AWARDS

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- Earned Silver Medal on Customer Satisfaction Team for development of improved quality management techniques, November 2009
- Honored with highly selective “Superconductor Engineering Laboratory Award” for contributions to development of 256 megabit memory device, 2008
- Valedictorian of 14-month entry level training course with over 800 students; presented speech at graduation ceremony, March 2006
- Won first prize in company employee slogan competition, December 2005

## Things Not to Include

The following items are not appropriate for an application resume, so you should not include them.

- *Age*
- *Photograph*
- *TOEFL and other standardized test scores*
- *Common office computer skills (Excel, Word, etc)*
- *Height, weight, race or ethnicity, family information*
- *Salary (unless requested)*
- *The word "resume" at the top*

The above items, if required by the school, will be part of the application, but are not considered appropriate on standard resumes.

Some schools may have special requirements for the resume, such as including salary, but if they do, it will be clearly stated in the application instructions. If you are required to include salary, you should include any bonuses, housing allowances, transportation reimbursement (monthly train pass, for example), or other “payments in kind” that will increase your overall salary level.

## Effective versus Ineffective Resumes (Revisited)

By this point you should have a good idea of what makes an effective resume. Take another look at Mr. Suzuki’s first and final resume drafts (found on the following pages) and note the differences.

## Resume A

### TARO SUZUKI

1-23-45 Mayfield Hills Mansion, Setagaya-ku, Tokyo, Japan 168-0000  
+81 (3) 1234-5678 tsuzu@email.com

#### PROFESSIONAL EXPERIENCE

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##### **Big Corporation**

**Tokyo, Japan**

##### *Lead Analyst and Planner, Project Finance Dept.*

*July 2008 - Present*

Crafted project finance packages for newly privatized Asian telecommunications companies to promote purchases of Big Corporation technology for national infrastructure projects

- Designed and promoted alternative financing strategies, evaluated credit risks, and drafted final agreements for US \$480 million global satellite system
- Created financial model for extending US \$220 million credit to Macau telecom operator; played substantial role in negotiations securing loan for client
- Played key supporting role in negotiations and documentation of agreements on US \$90 million financing extended to Myanmar telecom operator
- Core member of task force devising framework for credit risk management of overseas projects; prepared report on framework which became basis for presentation by Big Corporation's president to International Monetary Fund
- Selected from company-wide applicant pool as one of three MBA Scholars from Big Corporation, receiving full financial support for MBA study abroad

##### *Assistant Manager, Accounting Department*

*July 2006 – June 2008*

- Played key role on three-member team coordinating company-wide project to improve turnover of accounts receivable, contributing to US \$250 million reduction in working capital requirement
- Managed day-to-day operation of accounts receivable, processing over US \$30 million per month

##### *Management Trainee, Corporate Planning Dept.*

*April 2005 – June 2006*

Gained cross-operational accounting skills and intensive training in finance

#### EDUCATION

---

##### **Famous University**

**Tokyo, Japan**

##### *Bachelors of Economics*

*March 2005*

- Overall GPA: 3.7, GPA in major: 3.9
- Selected, based on written report, for two year intensive economics seminar in industrial management
- Thesis: "Empirical Analysis of the US-Japan Communications Trade Agreement"
- Team Captain and Lead Recruiter, University Tennis Club, 2001-2005: coordinated training for 80 members, organized 20 tournaments with other clubs & recruited 45 new members over two years

#### ADDITIONAL

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- Founding member, Big Business Executive Club, a forum of young professionals hosting discussions and lectures by Japanese business leaders
- Dedicated amateur SCUBA diver (certified Advanced Diver, NAIU); underwater photography enthusiast
- Extensive travels include 1-year backpacking trip through more than 20 countries (April 2002 – January 2003), hitchhiking in Egypt, and motorcycle touring in France

## Resume B

### TARO SUZUKI RESUME

1-23-45 Beautiful Mansion, Setagaya-ku, Tokyo, Japan 168-0000  
Nice Cottage by the Sea, Izu, Japan (weekends)  
+81(3) 1234-5678 home; +81(42) 1234-5678 office; +81(090) 1234-5678 mobile  
Fax: +81(3) 1234-5679; email: tsuzu@email.com  
Height: 175 cm, Weight: 65 kg

## EXPERIENCE

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### **Big Corporation**

#### ***Trainee Program***

**Tokyo, Japan**

***April 2005-June 2008***

I participated in the standard training program for new company entrants. I learned all the important parts of the company and how they integrate smoothly.

- I spent 6 weeks in the sales department studying sales techniques.
- I was on a trainee team that helped the marketing department develop a new strategy to market one of our new products.
- I became a specialist in financing and learned how to make financial models.
- I attended 4 six-week classes and earned high grades on all of my exams.

### **Big Corporation**

#### ***Staff***

**Tokyo, Japan**

***July 2008-Present***

I currently work in the Project Finance Department. We have many responsibilities, but we mostly work on financing for companies who want to invest in our technology, sometimes for national infrastructure. Three years ago, I worked in the Accounting Department, where I did accounts receivable.

- I made various financial models for my company, some of which were used by the clients.
- I was on a team for credit risk management.
- I helped my supervisor negotiate with a company in Myanmar.

## EDUCATION

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### **American Boarding School**

#### ***Specialized in World History***

**Hanover, PA**

***September 1994 - June 2000***

### **Famous University**

#### ***Bachelor of Economics***

**Tokyo, Japan**

***April 2001 - March 2005***

- Wrote a thesis titled, "Empirical Analysis of the US-Japan Communications Trade Agreement"
- I was a member of an economics seminar
- I played tennis in my university student days

## HOBBIES

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- I often go scuba diving.
- I enjoy traveling, for example to Paris.
- I listen to music daily and watch movies with my wife every weekend.

## SKILLS

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- I am proficient in Internet, Microsoft Word, Excel, Power Point and Access.
- I am fluent in Japanese (native speaker) and English.
- TOEFL: 100, GMAT: 650, AWA: 4.0

## PERSONAL INFORMATION

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- I was a Junior High School Kendo Champion
- I was one of the founders of the Big Business Executive Club of Young Professionals
- I am married and have two children

Can you see the differences between these two resumes? Take some time to write down what you think makes Resume A more effective than Resume B.

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## **Conclusion**

In closing, we want to thank you for taking our MBA Resume class. We wish you the best of luck while preparing your resume draft, and we look forward to working with you in the future.

# APPENDIXES

## Appendix A: Counselor Logistics

After completing this resume class, you should be equipped to begin working on the first draft of your resume. Take time to assess your background, and then sit down to write your draft. Please include as much information as possible, so your counselor will have more to work with. If you come with a short, edited resume, your counselor may suggest that you put things back that you previously omitted, a process that will take much longer.

Next steps:

1. Look at Resumes A and B again in the “Effective versus Ineffective Resumes” section. Can you see the differences between the two? Take some time to write down and think about what makes Resume A more effective than Resume B.
2. Write a first draft of your resume: a draft that is too long is better than one that is too short!
3. Schedule your first resume production session with a native English counselor.

Note: you will have **two** resume production sessions, and if possible please use the same counselor for both. If you have difficulty booking both sessions, it is fine to book just one resume production session with your counselor, and at the end of that, discuss the timing of the next session.

Together with your counselor, you can turn your draft into a highly polished document. Once you have completed your draft, bring it in for your first individual counseling session. In each of both resume sessions, your counselor will spend 50 minutes with you reading, discussing, and correcting sections of your resume. He/she may (depending on the individual client) cover the professional experience section in the first session, and the other sections in the next, for instance. Be sure that you are prepared to explain to your counselor the contents of your resume, to better enable him/her to understand your background.

Once the second session has been completed, your counselor will then take up to one week to edit and format your resume, which you will receive via e-mail. Once you have this final version, feel free to make changes and updates as you see fit. You can always bring your resume back to your counselor as part of future counseling sessions.

Good luck! We look forward to working with you.



## **Appendix B: Power Verbs**

### **Leadership, Decision-Making, or Management Skills:**

advocated, determined, directed, elected, enlisted, formed, founded, governed, hired, instituted, led, managed, moderated, operated, oversaw, pioneered, presided, produced, recruited, represented, spearheaded, sponsored, staged, started, supervised

### **Administrative and Organizational Skills:**

arranged, assembled, collected, coordinated, catalogued, distributed, disseminated, executed, formalized, implemented, installed, maintained, organized, planned, prepared, processed, recorded, reorganized, routed, scheduled, updated

### **Communication Skills:**

apprised, briefed, conducted, contacted, demonstrated, drafted, educated, explained, familiarized, handled, informed, instructed, introduced, lectured, presented, reported, responded, spoke, summarized, taught, trained, translated

### **Analytical or Research Skills:**

analyzed, assessed, audited, compiled, consulted, discovered, documented, edited, evaluated, examined, gathered, identified, interpreted, interviewed, modeled, researched, searched, surveyed, tested

### **Creativity:**

authored, composed, conceived, conceptualized, created, designed, devised, established, invented, modeled, originated, revolutionized

### **Mediation and Service Skills:**

aided, assisted, attended, collaborated, contributed, counseled, comforted, facilitated, fostered, guided, helped, instilled, mentored, provided, settled, supported, treated, tutored

### **Persuasion or Selling Skills:**

arbitrated, convinced, dissuaded, marketed, mediated, negotiated, persuaded, promoted, publicized, resolved, secured, sold, solicited

### **Other Useful Power Verbs:**

attained, augmented, boosted, broadened, calculated, catered, developed, eliminated, ensured, exceeded, excelled, expanded, expedited, financed, gained, generated, improved, increased, launched, mastered, published, reconciled, reduced, revamped, revitalized, shopped, strengthened, supplemented, utilized, won

# Appendix C: Sample Resumes

A-1
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## TARO SUZUKI

1-23-1 Yumeinagakko-cho, Shibuya-ku, Tokyo, Japan 150-0000  
81 (3) 1231-1111 tsuzuki@email.co.jp

### EDUCATION

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<b>Famous University</b>	<b>Tokyo, Japan</b>
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<b><i>Bachelors of Economics</i></b>	<b><i>March 2005</i></b>
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- Overall GPA: 3.7, GPA in major: 3.9
- Led competitive economics seminar in industrial management
- Thesis: “Empirical Analysis of the US-Japan Communications Trade Agreement”

### PROFESSIONAL EXPERIENCE

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<b>Big Corporation</b>	<b>Tokyo, Japan</b>
------------------------	---------------------

<b><i>Lead Analyst and Planner, Project Finance Dept.</i></b>	<b><i>July 2008 - Present</i></b>
---	-----------------------------------

Crafted project finance packages for newly privatized Asian telecommunications companies to promote purchases of Big Corporation technology for national infrastructure projects

- Designed and promoted alternative financing strategies, evaluated credit risks, and drafted final agreements for US \$480 million global satellite system
- Created financial model for extending US \$220 million credit to Macau telecom operator; played substantial role in negotiations securing loan for client
- Played key supporting role in negotiations and documentation of agreements on US \$90 million financing extended to Myanmar telecom operator
- Core member of task force devising framework for credit risk management of overseas projects; prepared report on framework which became basis for presentation by Big Corporation’s president to International Monetary Fund
- Selected from company-wide applicant pool as one of three MBA Scholars from Big Corporation, receiving full financial support for MBA study abroad

<b><i>Assistant Manager, Accounting Department</i></b>	<b><i>July 2006 – June 2008</i></b>
--	-------------------------------------

- Played key role on three-member team coordinating company-wide project to improve turnover of accounts receivable, contributing to US \$250 million reduction in working capital requirement
- Managed day-to-day operation of accounts receivable, processing over US \$30 million per month

<b><i>Management Trainee, Corporate Planning Dept.</i></b>	<b><i>April 2005 – June 2006</i></b>
--	--------------------------------------

- Gained cross-operational accounting skills and intensive training in finance

### ADDITIONAL

- 
- Founding member, AGOS Executive Club, a forum of young professionals hosting discussions and lectures by Japanese business leaders
  - Dedicated amateur SCUBA diver (certified Advanced Diver, NAIU); underwater photography enthusiast
  - Extensive travels including 10 months backpacking trip through more than 20 countries (April 2002 – January 2003), hitchhiking in Egypt, and motorcycle touring in France

**TARO SUZUKI**

1-23-1 Yumeinagakko-cho, Shibuya-ku, Tokyo, Japan 150-0000  
81 (3) 1231-1111 tsuzuki@email.co.jp

***Professional Experience***

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**Big Corporation****Tokyo, Japan*****Lead Analyst and Planner, Project Finance Dept.******July 2008- Present***

Crafted project finance packages for newly privatized Asian telecommunications companies to promote purchases of Big Corporation technology for national infrastructure projects

- Designed and promoted alternative financing strategies, evaluated credit risks, and drafted final agreements for US \$480 million global satellite system
- Created financial model for extending US \$220 million credit to Macau telecom operator; played substantial role in negotiations securing loan for client
- Played key supporting role in negotiations and documentation of agreements on US \$90 million financing extended to Myanmar telecom operator
- Core member of task force devising framework for credit risk management of overseas projects; prepared report on framework which became basis for presentation by Big Corporation's president to International Monetary Fund
- Selected from company-wide applicant pool as one of three MBA Scholars from Big Corporation, receiving full financial support for MBA study abroad

***Assistant Manager, Accounting Department******July 2006 – June 2008***

- Played key role on three-member team coordinating company-wide project to improve turnover of accounts receivable, contributing to US \$250 million reduction in working capital requirement
- Managed day-to-day operation of accounts receivable, processing over US \$30 million per month

***Management Trainee, Corporate Planning Dept.******April 2005 – June 2006***

- Gained cross-operational accounting skills and intensive training in finance

***Education***

---

**Famous University****Tokyo, Japan*****Bachelors of Economics******March 2005***

- Overall GPA: 3.7, GPA in major: 3.9
- Led competitive economics seminar in industrial management
- Thesis: "Empirical Analysis of the US-Japan Communications Trade Agreement"

***Additional***

---

- Founding member, AGOS Executive Club, a forum of young professionals hosting discussions and lectures by Japanese business leaders
- Dedicated amateur SCUBA diver (certified Advanced Diver, NAIU); underwater photography enthusiast
- Extensive travels including 10 months backpacking trip through more than 20 countries (April 2002 – January 2003), hitchhiking in Egypt, and motorcycle touring in France

**EMI TANAKA**

125 East 87th Avenue, New York, New York 10012  
(212) 311-1234 e\_tanaka@internationalu.edu

**EXPERIENCE**

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**The Manhattan University, New York, NY**

June 2008-present

***Assistant Director, Office of Admissions***

Core member of team to develop recruitment strategies aimed at increasing international applicant pool at one of country's leading international relations programs; lead strategy planning for Asia-Pacific region

- Spearhead team of 4 admissions officers to develop and implement strategies for expanding Asian applicant pool; increased applications by 33% and generated applications from Vietnam and Cambodia for first time in school's history
- Established recruitment program with personnel division of Tokyo's Ministry of Political Affairs

April 2006-May 2008

***Admissions Officer, Office of Admissions***

- Traveled annually to Tokyo, Seoul, Taipei, and Hong Kong to promote program by co-leading receptions and networking with alumni
- Revamped orientation program for admitted applicants from Asia, resulting in 10% increase in participation

**U.S.-Japan Education Council, Tokyo, Japan**

April 2005-March 2006

***Researcher, Higher Education Research Division***

- Traveled to U.S., interviewed American and Japanese educators, and contributed to reports on status of Japanese nationals studying in U.S.

**EDUCATION**

---

**International University, Tokyo, Japan**

March 2005

***Bachelor of Education***

- GPA: 3.6
- Awarded departmental prize for thesis, "Selective Admissions: A Comparative Case Study of the Elite School Admission Systems in U.S. and Japan"
- Founded university's first student-run organization to discuss current education issues; organized speaker series and Tokyo-wide intercollegiate conference

**Michigan University, Ann Arbor, Michigan**

- Studied psychology as exchange student during junior year

**ADDITIONAL**

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- Volunteer SAT and College Counselor, Manhattan High School
- Traveled extensively throughout Asia, Europe, and South America
- Avid skier and scuba diver

## Emi Tanaka

---

125 East 87th Avenue, New York, New York 10012  
(212) 311-1234 e\_tanaka@internationalu.edu

### Experience

#### Manhattan University, New York, NY

June 2008-present

#### Assistant Director, Office of Admissions

Core member of team to develop recruitment strategies aimed at increasing international applicant pool at one of country's leading international relations programs; lead strategy planning for Asia-Pacific region

- Spearhead team of 4 admissions officers to develop and implement strategies for expanding Asian applicant pool; increased applications by 33% and generated applications from Vietnam and Cambodia for first time in school's history
- Established recruitment program with personnel division of Tokyo's Ministry of Political Affairs

April 2006-May 2008

#### Admissions Officer, Office of Admissions

- Traveled annually to Tokyo, Seoul, Taipei, and Hong Kong to promote program by co-leading receptions and networking with alumni
- Revamped orientation program for admitted applicants from Asia, resulting in 10% increase in participation

April 2005-March 2006

#### U.S.-Japan Education Council, Tokyo, Japan

#### Researcher, Higher Education Research Division

- Traveled to U.S., interviewed American and Japanese educators, and contributed to reports on status of Japanese nationals studying in U.S.

### Education

#### International University, Tokyo, Japan

March 2005

#### Bachelor of Education

- GPA: 3.6
- Awarded departmental prize for thesis, "Selective Admissions: A Comparative Case Study of the Elite School Admission Systems in U.S. and Japan"
- Founded university's first student-run organization to discuss current education issues; organized speaker series and Tokyo-wide intercollegiate conference

#### Michigan University, Ann Arbor, Michigan

- Studied psychology as exchange student during junior year

### Additional

- Volunteer SAT and College Counselor, Manhattan High School
- Traveled extensively throughout Asia, Europe, and South America
- Avid skier and scuba diver

**KYOKO SUZUKI**

Leaders' Mansion 15-4, Sakuragaoka-cho, Shibuya-ku, Tokyo 150-0031  
+81 (3) 3463-1343 kyoko@email.co.jp

**EXPERIENCE**

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- Japan Securities, Tokyo Japan**
- May 2008-Present **Associate Trader, Mortgage-Backed Securities**  
Negotiate bond prices, manage currency risks, and seek bond opportunities as one of five-member global assets team managing all aspects of mortgage-backed securities components (valued at US \$100 million) for government and corporate investors
- Complete transactions for trades valued at US \$3 billion/month
  - Negotiate daily with brokerages including Morgan Stanley, Soci t  Generale, and Nikko
  - Chartered Member of Security Analysts Association of Japan (CMA); candidate for Level 2 Chartered Financial Analyst (CFA) certification
- February 2006-April 2008 **Individual Investment Broker, Small Business Division**  
Sold various types of investments, including bonds, equities, and trust fund products to small business clients; developed advanced knowledge of investment products
- Awarded Gold Medal for small business brokers (2007) for averaging over 15 new accounts per month
- Hi-tech Co., Ltd., Tokyo, Japan**
- April 2005-January 2006 **Sales Representative**  
Gained information technology and financial services expertise as account representative for rapidly expanding internet news and research provider
- Developed account base of \$800 million annual sales

**EDUCATION**

---

- Decent University, Tokyo Japan**
- March 2005 **B.A. Business Administration**
- GPA 3.6
  - Completed academic year abroad at New York University; achieved GPA of 3.2 with studies in information systems and marketing
  - Won scholarship to support study abroad from Rotary International

**ADDITIONAL**

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- Workshop Organizer, Kansai Forum on Women in Business, Osaka, Japan (9/07); organized event as member of Tokyo Professional Women's Association (member 3/05-present)
- Extensive additional NGO volunteer experience on political and environmental issues, including semester abroad in Burma and attendance at World Environmental Conference in Osaka, 2004

## Kyoko Suzuki

Leaders' Mansion 15-4, Sakuragaoka-cho, Shibuya-ku, Tokyo 150-0031  
+81 (3) 3463-1343 kyoko@email.co.jp

### Experience

#### Japan Securities, Tokyo Japan

May 2008-Present

##### Associate Trader, Mortgage-Backed Securities

Negotiate bond prices, manage currency risks, and seek bond opportunities as one of five-member global assets team managing all aspects of mortgage-backed securities components (valued at US \$100 million) for government and corporate investors

- Complete transactions for trades valued at US \$3 billion/month
- Negotiate daily with brokerages including Morgan Stanley, Soci t  Generale, and Nikko
- Chartered Member of Security Analysts Association of Japan (CMA); candidate for Level 2 Chartered Financial Analyst (CFA) Certification

February 2006-April 2008

##### Individual Investment Broker, Small Business Division

Sold wide range of investments, including bonds, equities, and trust fund products to small business clients; developed advanced knowledge of investment products

- Awarded Gold Medal for small business brokers (2007) for averaging over 15 new accounts per month

#### Hi-tech Co., Ltd., Tokyo, Japan

April 2005-January 2006

##### Sales Representative

Gained information technology and financial services expertise as account representative for Hi-tech, a rapidly expanding internet news and research provider

- Developed account base of \$800 million in annual sales

### Education

#### Decent University, Tokyo Japan

March 2005

##### B.A. Business Administration

- GPA 3.6
- Completed academic year abroad at New York University; achieved GPA of 3.2 with studies in information systems and marketing
- Won scholarship to support study abroad from Rotary International

### Additional

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